

**MINUTES OF THE
INTEGRATED SUSTAINMENT MAINTENANCE CORPORATE BOARD MEETING
23-24 March 1999**

1. Administration.

a. Forces Command (FORSCOM) was host for the meeting, which was held in San Antonio, Texas. Mr. Cowan, Jr., FORSCOM, opened the meeting by welcoming the participants (TAB A) and then turned the forum over to COL Virgil, AMC, who then reviewed the agenda (TAB B). MAJ Bolander, Deputy West Regional Sustainment Maintenance Manager, provided initial administrative support comments.

b. COL Virgil thanked Mr. Cowan, Jr. and MAJ Bolander for setting up and hosting the meeting. COL Virgil related that the first day of the meeting would be devoted to current ISM activities and the second day would address Single Stock Fund (SSF) and National Maintenance Management (NMM). COL Virgil turned the forum over to Mr. Koedding, Corporate Board Recorder, who reviewed key dates for National Business Office (NBO) and related events and solicited articles for the second edition of Volume III of the ISM/SSF newsletter "Nuts & Bolts". Mr. Koedding then reviewed issues from the previous Corporate Board that met 6-7 October 1998 (See memorandum, AMCLG-LI 23 October 1998, Subject: Integrated Sustainment Maintenance Corporate Board, for specific issues. Minutes are also posted on the ISM HomePage at "www.amc.army.mil/dcs_logistics/lg-ism"). Key discussions are highlighted below.

(1) COA II to COA I Transition. Continue to update transition plan that is linked to SSF program decisions and timelines based on the February 23, 1996 12-Star Decision Briefing and subsequent MOA. This issue remains *open* and the plan will continue to be updated in concert with SSF program decisions and timelines. The TRADOC representative expressed the opinion that the implementation of SSF is not necessary for transition. It was explained that, the 12-Star MOA signed as a result of the February 23rd briefing, specified that the transition would occur when certain enablers were in place. Four of the six enablers are related to SSF implementation. It was decided to table this issue for discussion on the second day.

(2) AMC Personnel in the RSMM/TSMs. Placing AMC personnel in the RSMM/TSMs this FY with the primary goal for these individuals is to learn ISM management operations within the region and maintain habitual relationships as management transfers. AMC has hired and assigned the following personnel to the Regions: Ms. Anna Carter, East RSMM; Ms. Vickie Bickle, West RSMM; Mr. Lane Collie, USAREUR TSMM; Mr. Paul Bell, EUSA TSMM;

MINUTES OF THE ISM CORPORATE BOARD MEETING
23-24 March 1999

and Mr. Steve Povilaitis, USARPAC TSMM (arriving April 1999). This issue is **closed**.

(3) Future Role of ISM Corporate Board. Develop the roles, responsibilities and relationships under SSF. The Board agreed that this needs to be worked in conjunction with the NBO and NMM. FORSCOM recommended this issue be **closed** and be considered in the context of NBO/NMM roles, responsibilities and relationships.

(4) Army Maintenance Board. As the role of the ISM Corporate Board under SSF is evaluated, HQDA should consider establishing an Army Maintenance Board. The Board agreed that this issue is related to the previous and should be considered under the NBO/NMM as well and is **closed**.

(5) Single Stock Fund. Provide SSF program updates at each ISM Corporate Board. This issue is **closed**. PM SSF provides routine bi-weekly update as well as postings on their HomePage. However, the Board recommended that PM SSF continues to have a non-voting member attend subsequent board meetings. Ms. Baker, PM SSF, DA ODCSLOG, provided a SSF update to the Corporate Board (TAB N).

(6) Business Process Manual Working Group. The BPM Work Group will rework/rewrite the BPM in conjunction with ISM role under SSF. The Board tabled this task for discussion the next day with the NBO/NMM. All agreed that the forum was still needed in the short term but that a BPM might not be needed under the NBO/NMM.

(7) ISM Business Process Manual (BPM). All pending changes to be approved by the Corporate Board. This issue remains **open**. There are currently 19 changes being worked through the BPM change process.

(8) AWCf reimbursement. Pursue an OMA neutral method for AWCf reimbursement to be triggered upon SSF decision (effective FY99). The Board agreed to **close** this task.

(9) Current Reimbursement Procedures. Meet with DA ODCSOPS regarding the Training and Resources Model (TRM) and reimbursement issues and look at reimbursing for parts and transportation for COE lines now. The Board decided to delay action on the TRM issue and current reimbursement procedures. It was noted that this should be covered in the SSF business rules and would be discussed at the upcoming March 30-31 SSF General Officer's Working Group (GOWG).

MINUTES OF THE ISM CORPORATE BOARD MEETING
23-24 March 1999

(10) **Reimbursement and XTEQ MDEP funding.** Convene a workgroup to work with SSF PM Support Team to develop an interim measure for reimbursement rules in regard to XTEQ Management Decision Package (MDEP) funding prior to implementation of SSF. The Board decided to tie reimbursement and XTEQ MDEP funding to the reimbursement issue and base on SSF business rules.

(11) **Cross-MACOM work.** Indications are that cost factor adjustments would result in minor increases to FORSCOM and nominal reductions to TRADOC and ARNG. CEAC will provide this data to the Corporate Board. CEAC provided an update with an Information Paper (TAB P) and the Board agreed to **close** this issue.

(12) **SARSS ECPS - ISM.** The Corporate Board agreed to keep this issue **open** and continue to monitor the status of the ISM ECPS submitted for SARSS and track ECPS until completion. These ECPS are in line behind Y2K changes.

(13) **EMIS Y2K certification.** EMIS must be certified Y2K compliant before it will be transitioned over to PM ILOGS. The Board was updated by the INNOLOG representative who stated that they have some minor work left to do for certification. EMIS hardware has been certified and all code has been reviewed. INNOLOG anticipated that certification will be obtained within the next two months. This issue will remain **open** until certification is verified.

(14) **ISM Business Process Manual.** The Corporate Board will approve pending changes. The Board agreed that the ISM BPM was still needed but deferred to discuss the future of the BPM in the context of the NBO/NMM.

(15) **AMC Item Managers.** Ensure that the AMC Item Managers understand both the wholesale and the retail levels as we migrate to SSF. In particular, they need to gain an appreciation of readiness related issues. ISM PM conducted a series of "round robin" briefings at the AMC MSC IMMCs. IMMC personnel are currently working in the NBO on 179-day rotational assignments. The Board decided to leave this task **open** until nine months after SSF Milestone 1 (1 October 2000).

(16) **ISM as DA Level Policy.** There is still a field level perception that ISM is not a DA level policy. DA ODCSLOG agreed to develop a message to be sent to the field to address this perception. ODCSLOG has written ISM into the current draft

MINUTES OF THE ISM CORPORATE BOARD MEETING
23-24 March 1999

update to AR 750-1 that is due to be released shortly. The Board agreed to **close** this issue.

(17) **USAR Transportation Hands on Training (HOT).** USAR conducted a proof of concept test moving ISM cargo over a period of six months. USARC provided the final costs to Board Members (TAB N). This issue is **closed**. However, the NBO will need to address procedures for utilization of this capability in the future.

(18) **RC GSMU Training.** Determine the scope of the problem with getting unserviceables for RC training programs. The National Sustainment Maintenance Manager (NSMM) is attempting to develop a project code to identify unserviceables for repair by the GSMU and in support of GSMU training. SSF Business Rules also address this issue. The Board recommended the NBO keep this action **open** and continue to monitor.

(19) **ISM Training Implementation.** INNOLOG has developed training materials which have been reviewed by the Ordnance Center and School and CASCOC and have been handed off to TRADOC. The Board recommended that this action remain **open** as changes to the training materials will need to be implemented as the NBO/NMM and SSF concepts continue to develop. The NBO will need to address funding updates of this material with CASCOC. (MACOM Board Members were provided with a CD ROM, self-paced, version of the training materials).

(20) **Regional COE RO based on OST.** Establish a regional COE RO based on OST that would reduce RO Inventory Costs at each RX activity. FORSCOM initially recommended this issue be closed. However, the West RSMM indicated a workaround may be possible and FORSCOM agreed to review this action. This issue remains **open** pending FORSCOM's review.

(21) **Expanding ISM to Other Sources of Repair.** Further investigation into workloading other SORs for surge capability to include capturing their workload data and consider establishing business rules when using outside activities such as UNICOR. Personnel from the NBO recently briefed US Marine Corps logisticians on ISM. The Marines appeared very interested in the ISM concept. Personnel from the NBO also recently briefed the Joint Group on Depot Maintenance regarding ISM. The Board agreed to have the NBO pursue other sources that are cost effective.

2. Topics.

MINUTES OF THE ISM CORPORATE BOARD MEETING
23-24 March 1999

a. AMC Storefront/LCOE. Mr. Hartwell, AMCOM, briefed the Corporate Board on AMCOM's Logistics Center of Excellence (LCOE) initiative and the current plans to establish an LCOE in Korea (TAB E). The AMCOM LCOEs support Patriot and MLRS weapon systems and are currently located at Ft. Bliss and Ft. Sill. It is envisioned that the LCOE and CECOM's Electronic Single Support Center (ESSC) will form the basis for the AMC Storefront (one-stop shopping) concept to be developed by the NBO/NMM. In the ensuing discussion, TRADOC, commented regarding the impacts of increasing tenant activities on an installation. Since the LCOE was an increase in capability to the installation there was a resulting increase in costs to the installation that should be borne by the tenant activity. FORSCOM asked how this concept would fall under SSF regarding management of stocks. Today there are the installation stocks and the AMC (LCOE) stocks. Will they remain segregated under SSF? USAREUR said that this is a maintenance concept under SSF. The Board agreed that the future of the LCOE/Storefront concept should be developed by NBO/NMM.

b. PM ISM Update. Mr. Shortell, AMC, provided an update regarding ISM Implementation, which is nearing completion in EUSA and USARPAC (TAB F). He also introduced the AMC personnel in attendance that are currently assigned to the RSMMs/TSMMs. He then showed the FY 98 ISM Logistics Efficiency chart, which depicted the FY 98 cost savings of \$26.68 million.

c. EMIS Enhancements. LTC Todorowski, TSMM USAREUR, presented a briefing on proposed EMIS enhancements (TAB G). It is envisioned that these enhancements will provide visibility of assets as unserviceables flow from the customer through the Supply Support Activity (SSA) via transportation to the maintenance activity. The maintenance activity fixes the unserviceable, credit is given the customer and the repaired assets are sent to supply for stockage or issued. They also proposed an enhancement that would support contingency operations by getting DS visibility. USAREUR worked with INNOLOG in developing these proposed enhancements. It was agreed that the NBO will review the recommendations, develop a position to include determining the cost and source of funds and coordinate with the MACOMs for concurrence.

d. NSMM Status Report/BPM Update. Mr. Youngman, NSMM, provided a short update to actions and initiatives being worked by the NSMM (TAB H). There are currently 17 National Work programs from the AMC IMMCs in progress, which will result in approximately \$55 million in savings. The NSMM has conducted Quality Assurance training (3-day module) and Mr. Youngman provided a training schedule for the year. Quality Assurance (QA) manual and documentation status was presented. USAREUR said

MINUTES OF THE ISM CORPORATE BOARD MEETING
23-24 March 1999

by August that all their sites will have submitted documentation for approval. Regarding BPM changes, 7 are being staffed internally and 12 are being staffed with the inter-MACOM working group. A discussion ensued regarding the status of making the BPM a DA PAM (750-XX Series). FORSCOM recommended that the BPM remain a living document until one year after SSF implementation and then incorporate changes into DA Regulations. The Board agreed to use the ISM BPM as a model to write a new NMM BPM and further investigate if a standalone document is needed or can current regulations be updated at SSF end state.

e. RSMM/TSMM Performance Metrics.

(1) West RSMM: LTC Watts, West RSMM, presented the region's metrics (TAB I). As of PP&C XIII, the region has 334 COE lines, 7 of which are split. During the PP&C, the region was awarded 104 bids, 47 were new bids and 57 were rebids. No regional issues were presented.

(2) East Region: Ms. Carter, East RSMM, presented the region's metrics (TAB J). As of PP&C VIII, the region has 282 COE lines. Four lines are split COEs and the region is repairing 3 lines for the West Region. During the PP&C, the region was awarded 69 bids, 46 were new bids and 23 were rebids. No regional issues were presented.

(3) TSMM USAREUR: LTC Todorowski, TSMM, presented the region's metrics and results of PP&C V (TAB K). As of the PP&C, the region has 352 COE lines, with 40 of these as starter lines and 53 as pilot lines. He provided an update to ISM operations within the Theater. Due to Technical Expert System Accreditation (TESA) requirements, USAREUR is considering placing LSMM functionality (Contractor personnel) in the TSMM.

(4) USARPAC: Mr. Brown, USARPAC, provided a short update on ISM implementation and related efforts in the region. Cost mapping of their maintenance activities is on going. He noted that dispersed maintenance activities (Hawaii, Alaska, and Japan) and low density of "light" equipment present unique challenges for the MACOM.

(5) EUSA: COL Gray, EUSA, indicated that the region's first PP&C will be held in June.

h. MACOM Forum/Comments

(1) USAREUR - General Support Center-Europe (GSC-E): Mr. Haufe, GSC-E, presented an informative briefing on the GSC-E (TAB L). In his briefing, he indicated that approximately 15% of

MINUTES OF THE ISM CORPORATE BOARD MEETING
23-24 March 1999

his work force perform sustainment maintenance work. Due to German law, major changes affecting the local national (LN) work force must be identified to the German government at a minimum of 18 months in advance. TRADOC indicated that they might have similar situations in working with AFL-CIO unions.

(2) TRADOC: COL Revilla presented three issues (TAB M). *Cost Mapping* - Showed TRADOC vs. ARNG comparison against the same work order. GAE is where the largest difference is. Recommends that the methodology used to compute cost mapping be reviewed as the BPM is updated under NBO/NMM. *SRA* - Proposed the SRA policy and approval procedures be reviewed by a work group and look at how the procedures will be run under NBO/NMM. *COE PP&C Protest* - Use the BPM for determining award of COE lines be consistently applied. TRADOC also proposed that the criteria for awarding a COE be consistent.

(3) USAREUR: LTC Adler provided the NBO two Issue Papers for consideration and action (TAB D). The first paper addressed the issue of obtaining Depot Maintenance Work Requirements (DMWRs) from AMC MSC when submitting SRA requests. Requested that procedures be established for requesting DWMR documentation. The second paper requested the establishment of procedures for requesting SRA authorization for components that fall under another service for repair under Dept Maintenance Inter-service Support Agreement (DMISA).

(4) ARNG: LTC Bamler, representing COL Walker, had no specific comments or issues.

(5) USARPAC: Mr. Brown had no specific comments or issues.

(6) OCAR: COL East had no specific comments or issues.

(7) EUSA: COL Gray had no specific comments or issues.

i. National Business Office/National Maintenance Manager:
Prior to adjourning for the day, COL Virgil requested comments and opinions on a conceptual framework for the NMM. He proposed several topics for consideration, from a standard statement of work, to serial number tracking, to workloading GSMUs for training purposes. He also discussed MACOM's and CASCOM's responses to his request for comment on his draft SSF/NMM Roles, Responsibilities, and Relationships (TAB N).

j. AMC DCSLOG Perspective: On the second day, COL Virgil welcomed MG Proctor, AMC DCSLOG, who first presented coins to LTC Todorowski and MAJ Bolander. MG Proctor began his briefing with

MINUTES OF THE ISM CORPORATE BOARD MEETING
23-24 March 1999

a discussion of ongoing AMC initiatives in support of the Revolution in Military Logistics (RML) (TAB O). He emphasized providing supplies to the warfighter, when needed, without burdening the force to carry unnecessary supplies; shape our support to be relevant; leverage technology; reengineer the way we do business; and we must team. In the discussion following, USAREUR noted that partnering goes both ways. FORSCOM indicated that there is need for a long-term vision. MG Proctor stated that AMC would develop a White Paper that discusses the NMM end state at 2006 in a two major theater war scenario. We need to work the near term but will consider the long term to ensure synchronization. Collectively, the Board indicated that we have to have a way to measure success and everyone must have visibility of metrics. TRADOC added that we must integrate our processes as opposed to placing additional requirements on soldiers. Additionally, AMCOM will provide a LCOE (Storefront) White Paper to the NBO for the MACOMs' consideration.

k. PM Single Stock Fund: Ms. Baker, HQDA ODCSLOG, provided an update on SSF implementation (TAB P). She reviewed the four objectives of SSF: Single Point of Sale, Single Credit System, Integrated Requirements Determination, and National Maintenance Management. She presented the SSF Campaign Plan and discussed preparations for the SSF Demonstration to be held at Ft. Sill, Ft. Lewis, and Redstone Arsenal. There are several ongoing activities such as working out procedures for converting General Ledgers; working strategy for non-Army managed items (NAMI) and working Operations & Maintenance offsets for demonstration sites. Ms. Baker presented the results of the site survey at Ft. Sill. There were six critical supply issues; one related to information technology; and no critical issues in maintenance or non-SARSS management. The demonstration is divided into four phases: Phase 1, Install middleware (Apr-Sep 99); Phase 2, Install Demonstration Infrastructure (Oct 99-Mar 00); Phase 3, Conduct Demonstration; Phase 4, Post Demonstration and Evaluation Process (June-Sep 00). USAREUR commented that the post demonstration and evaluation period is too close to the target implementation date of 1 October 2000.

1. NBO/NMM Implementation Discussion:

(1) COL Virgil opened the discussion on the NMM with a presentation of his conceptual framework focused on readiness, cost effectiveness, and training for Reserve Components. FORSCOM stated that the NMM end state should reflect the emerging Army After Next doctrine. Given the success of ISM, it would be used as a foundation for the NMM, convert the ISM BPM to an NMM BPM, and develop the NMM BPM into a DA PAM if not incorporated into current regulations/publications. The Item Managers will

MINUTES OF THE ISM CORPORATE BOARD MEETING
23-24 March 1999

continue the same job that they do today, except they would develop the "National" requirement - both wholesale and retail. There is a perception that AMC will workload the depots at the expense of the installations. COL Virgil indicated that we would have to find a balance and AMC would use best value for repair. The NBO would conduct an annual workloading conference at least 18 months prior to the year of execution to allow for budget development and submission. There was also a lot of discussion involving whether or not a statement of work should be used for all installation repairs. The MACOMs were interested in how AMC was going to determine requirements and asked for AMC to lay out this process. AMC agreed to provide this laydown at an April workgroup meeting.

(2) COL Virgil indicated that AMC would continue to workload the regions through RSMMs and TSMMs. Another aspect of the concept framework is that items would be stocked forward where repair is performed. There was concern expressed as to whether the storage capacity at an installation would affect the selection of the installation as a COE. Each SRA needs to be reviewed to determine cost effectiveness. COL Virgil stated that LAOs, LARs, and LSEs would be utilized in the NMM structure. FORSCOM suggested that we determine what the end-state will look like at SSF MS 3 and develop the business functions towards that goal.

(3) The MACOMs presented the issue of AMC taking over the day-to-day management of the RSMM/TSMM before SSF enablers are fully in place. It was suggested that with the NBO and NMM coming on line that now was the time for AMC to begin assuming management of the regions. Full management of the regions by AMC was an issue from the 12-Star conference that stated the MACOMs would control, resource, and support the RSMM/TSMM structure until implementation of SSF MS1. The MACOMs generally agreed that the incumbent AMC DAC should be assigned management of the regional operations while working for the current program owners (MACOMs) who would retain overall program responsibility and oversight. The MACOMs want the flexibility to put the AMC DAC in charge, but OPCON to the MACOM until SSF MS1 when they would report to AMC. This could be accomplished with minor changes to the current MOAs in place between the MACOMs and AMC. Additionally, Both TRADOC and USAREUR stated staffing of TSMM/RSMM is declining due to uncertainty of what is happening in the future.

(4) 15 NMM Business Areas: COL Virgil reviewed the 15 NMM Business areas with the MACOMs (TAB Q). As the charts were shown, the MACOMs made recommendations for changes. Of the 15 Business areas, some were tabled for further discussion. The following are comments related to this discussion.

MINUTES OF THE ISM CORPORATE BOARD MEETING
23-24 March 1999

(a) NMM: Whether storage capacity is part of the repair site selection process is not a "key characteristic". A SARSS ECP was developed to address this issue.

(b) Command and Control: Ownership and configuration should not be an issue of the MACOMs after SSF MS 1, after which time the RSMM/TSM will be an AMC asset.

(c) Storefront: Needs to better defined. AMCOM will prepare a White Paper for the concept.

(d) National Workload distribution: NBO will develop a paper on how we think this will be done so there is a starting point for discussions. Plan for a mini-workload conference demo in Aug/Sep looking at select high value lines. Conduct a process "walkthrough" in May/Jun.

(e) Reimbursable Repairs: Need a position on shop stock/bench stock - OMA or AWCF-SMA. Should be worked with PM SSF.

(f) SRA: HQDA should develop an end state vision (policy) in conjunction with the NBO. DMISAs also need to be addressed in this issue.

(g) Component Repair Contracts: Under SSF MS 1 NBO/NMM has only component repair contracts. At end state will NBO manage all maintenance contracts? What about a contracted DOL?

(h) Facilities Support: Need to address capital equipment purchase to ensure we are all talking the same.

(i) National Guard: There are unique issues that they need to be addressed. NGB and the NBO need to hold separate discussions so we understand both sides in order to reach the proper outcome.

(j) General Issues: EUSA raised an issue regarding Korean Government charging for installation services such as utilities. It was agreed that the ODOSIM should present a laydown for the Board.

(5) NBO/NMM Work Group: A follow-on NBO/NMM Work Group meeting in April will further discuss the issues presented during this forum.